

Strategic Plan 2015-2017

Dana Phelps, Acting Assistant Secretary



Services and Enterprise Support Administration

March 2016

SESA MISSION

We transform lives by helping those who serve succeed

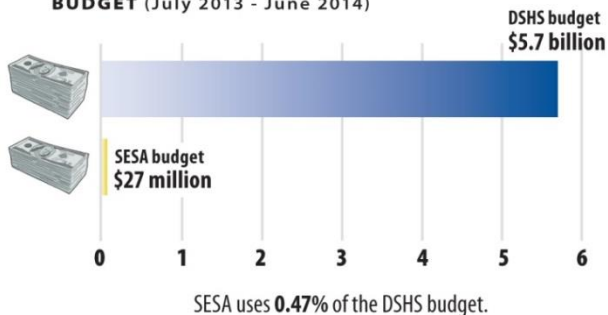
SESA VISION

Quality service driven by client needs

SESA Values

Trust
Accountability
Honesty and Integrity
Pursuit of Excellence
Open Communication
Diversity and Inclusion
Commitment to Service

BUDGET (July 2013 - June 2014)



NUMBER OF TEAM MEMBERS (as of June 30, 2014)

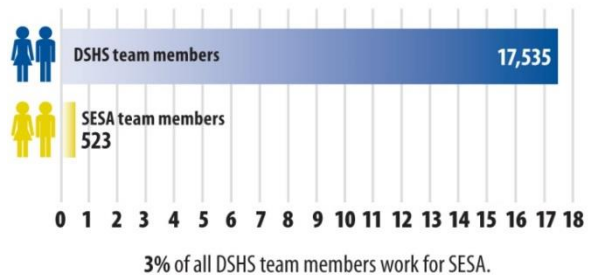


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STATE OF WASHINGTON
DEPARTMENT OF SOCIAL AND HEALTH SERVICES
1115 Washington Street SE, Olympia, Washington 98504-5010



March 2016

Dear Teammates:

Before jumping into the details of the Services and Enterprise Support Administration strategic plan for the future, I want to recognize all of the great work that already has been done, particularly in the past year. We've seen great progress, including:

- The Office of Fraud and Accountability is effectively and innovatively pursuing public benefits fraud.
- The Office of Communications continues to improve our user-friendly, service-oriented website.
- Our Lean management efforts led by the Office of Continuous Improvement are among the best, if not the best, in the state.
- Our outstanding government-to-government work with Tribes by the Office of Indian Policy is a model for other states.

While we have accomplished much, we have more to do to ensure we have provided the very best social services to Washingtonians. Among other things, the Services and Enterprise Support Administration will focus on ensuring we have a workplace that embraces diversity, equity and inclusion to ensure all voices are heard; that we attract and retain the best workforce in Washington; that we ensure client and employee information is held securely; and that we respond to the public and policymakers when they seek our assistance or advice.

Your back office work tirelessly supports our direct services administrations and clients, playing a critical role in transforming lives.

Sincerely,

Patricia K. Lashway
Acting Secretary

DSHS: Transforming Lives



STATE OF WASHINGTON
DEPARTMENT OF SOCIAL AND HEALTH SERVICES
1115 Washington Street SE, Olympia, Washington 98504-5010



March 2016

Dear SESA Colleagues:

As we publish our latest strategic plan, I want to thank you for your work to transform lives in the past year. While only a few of you have direct, day-to-day contact with our clients, your services and supports are absolutely necessary for your teammates to meet the needs of those who turn to DSHS for support.

Guided by our strategic plan, we have accomplished much in the last year. We used innovative techniques to find and crack down on food-assistance fraud. We launched an updated DSHS website that receives two million visits a year. We conducted 5,500 recruitments, so we have staff in place to transform lives. We made certain that \$1.1 billion in client services was securely billed and paid. We trained almost 70 Lean practitioners who conduct process improvement projects for the DSHS. We published 22 studies on DSHS program outcomes and effectiveness. We improved our systems to ensure privacy and confidentiality of client records.

This strategic plan update highlights past work, and lays the foundation for the next round improvements, including more intensive government-to-government work with tribes on issues affecting children and families; expanding contracting opportunities for women-, minority- and service-member-owned businesses; using technology to enhance customer service; and making DSHS the state government employer of choice. We will find ways to measure our progress and success in all of the areas outlined in the plan.

Our offices and divisions are very diverse, yet we work together seamlessly to produce excellent results. When you read the SESA strategic plan and your work group's unique business plan, you will see how your work transforms lives of those served by DSHS.

Sincerely,

Dana Phelps, Acting Assistant Secretary
Services and Enterprise Support Administration

DSHS: Transforming Lives

Introduction

The Department of Social and Health Services (DSHS), Services and Enterprise Support Administration (SESA) provides support services and infrastructure for administrations within DSHS. Together the administration builds a foundation for the Department to provide direct services to clients and communities, helping DSHS save money and allowing employees to be more productive. SESA provides support to 17,500 staff and approximately 23,000 contractors each year.

SESA's major services include:

- **Office of Communications (OC)** includes media relations, internal and external communications, visual communications, mentoring and the Victim/Witness Notification Program.
- **Office of Continuous Improvement (OCI)** supports accountability through building agency capacity in the areas of Lean/continuous improvement, organizational development through Excellence workshops, and project management training.
- **Office of Diversity and Inclusion (ODI)** provides services and support related to equity, diversity, inclusion and cultural competence. ODI administers the DSHS Affirmative Action Plan and supplier diversity plans.
- **Emergency Management Services (EMS)** provides planning and training so the agency is prepared, staff are safe and client services are uninterrupted during emergencies. EMS also coordinates state-level mass-care preparedness and response so Washington residents displaced by disasters receive shelter, food and other life-sustaining services to support their recovery.
- **Office of Fraud and Accountability (OFA)** serves to protect the integrity of all DSHS programs and ensure that the right benefits are provided to the right people.
- **Human Resources Division (HRD)** partners with DSHS Administrations to recruit, develop, engage, and retain committed, high performing employees. HRD provides comprehensive consultative and technical human resource services for more than 17,500 people.
- **Office of Indian Policy (OIP)** promotes government-to-government relations between the Department and tribes and collaborates with the recognized American Indian organizations to ensure quality and comprehensive service delivery to all American Indians and Alaska Natives in Washington.
- **DSHS Enterprise Technology Division (ET)** is the primary provider for agency-wide information technology services such as network infrastructure, telephone and voice, data security, enterprise architecture and enterprise technology governance.



- **Technology Services Division (TSD)** serves the information technology needs of the SESA and the Financial Services Administration (FSA) for application development, project management, business analysis, help desk and desktop support.
- **Office of Policy and External Relations (OPER)** manages government relations, administrative rules and hearings, constituent services, privacy, public records, and the Public Safety Review Panel.
- **Research and Data Analysis (RDA)** provides relevant analyses of government-funded social and health services in Washington State using integrated outcome data. RDA surveys clients and employees, coordinates and reports performance information for DSHS, and supports the Washington State Institutional Review Board (WSIRB).

In a typical year, SESA staff provide the following services:

Policy and External Relations

- Prepare 2,775 analyses on 689 bills, coordinate 30 presentations to the Legislature and organize 60 legislative studies and reports.
- Answer 40,000 constituent phone calls to our toll-free number, respond to 5,100 email questions and manage 1,750 referrals from elected officials.
- Hear 250 appeals of DSHS decisions.
- Hold hearings on 55 new or amended rules, affecting 563 sections of the Washington Administrative Code (WAC).

Indian Policy

- Ensure direct and timely access for tribal participation in planning to improve service delivery to Indian people by developing recommendations with DSHS administrations, 29 Tribal governments, the Secretary's Indian Policy Advisory Committee (IPAC), and Indian organizations.

Fraud and Accountability

- Identify more than 250 overpayments, totaling \$2.4 million.
- Conduct 181 investigations focused on EBT card fraud and trafficking, saving more than \$350,000.

Research and Data Analysis

- Link data from nearly 20 Department and systems to identify services used by more than 2.5 million clients and publish detailed client counts by service and geographic area to the web.
- Evaluate client data and publish 22 studies on outcomes and program effectiveness.
- Conduct the biennial employee survey, preparing more than 500 analytic reports for individual work units, and survey over 1,800 clients to determine satisfaction with services.

Human Resources

- Conducts over 5,500 recruitments for new staff annually.
- Provide 3,920 training opportunities with in-house instructors.
- Processes over 30,000 Human Resource Management System transactions monthly.



DSHS Enterprise Technology

- Maintain secure, online billing and payment services used by more than 3,000 caseworkers to pay more than \$1.1 billion to 54,000 social service providers and 299,000 clients.
- Provide network management and telecommunications to 17,500 DSHS employees in 130 offices statewide.
- Image an average of 2.5 million pages of documents per month.

Communications

- Provide information on the DSHS website to 167,000 people a month, 2 million visits a year.
- Create more than 1,000 videos, brochures and publications for DSHS administrations.
- Tell the DSHS story by:
 - Providing internal communications (Inside DSHS, The Weekly).
 - Maintaining and updating DSHS social media presence (Facebook, Twitter).
 - Responding to upward of 30 inquiries from news media each month, working collaboratively with DSHS partners to ensure accurate, timely messaging.

Continuous Improvement

- Train about 70 Lean practitioners across the agency to conduct 80 process improvement projects. Process improvement teams freed up case workers to help with child safety, trimmed \$3.5 million a year in energy costs, and reduced X-ray costs by \$265,000 a year.
- Host twenty 3-day workshops to provide professional development to 1,000 DSHS leaders.

Goals

Stated as a mission, the goal of the Services and Enterprise Support Administration (SESA) is **to transform lives by helping those who serve succeed**. Fully realized, this creates our vision: individuals, families, and communities are thriving because our customers – DSHS staff and partners who serve those people and communities – are successful. To track our progress toward this mission and this vision, we set performance goals in specific areas.

- Improve the quality of DSHS services through continuous improvement and by promoting Lean culture.
- Make DSHS an employer of choice by hiring, developing, and retaining an informed, inspired, diverse and engaged workforce.
- Protect DSHS clients' confidential data and records.
- Ensure public benefits are used by the right people, at the right time, and for the intended purpose, by investigating potential fraud.
- Provide data, analyses, and information to support innovations that improve the effectiveness of services for clients.
- Increase the level of DSHS preparedness for emergencies and disasters.
- Strengthen government-to-government relations through joint business planning.
- Increase the efficiency of administrative hearings and appeals.
- Provide easy public and staff access to understandable, accurate information about DSHS.
- Ensure technology investments meet current and emerging business needs.
- Develop and support legislative initiatives that meet client needs and program efficiencies.



Governor Jay Inslee's Results Washington Goals

SESA is a partner in Governor Jay Inslee's Results Washington, a focused effort to create effective, efficient, and accountable government. Results Washington Goal Area 5 is Efficient, Effective, and Accountable Government. Under this area, SESA supports accomplishment of multiple success metrics.

SESA supports seven indicators under goal topic *Customer Satisfaction and Employee Engagement*:

- Increase percentage of agencies measuring customer satisfaction for agency core services by June 30, 2016.
- Increase percentage of agencies measuring timeliness for agency core services to 100% by June 30, 2016.
- Increase Washington State as an employer of choice by January 2016.
- Increase the percent of employees who report they are satisfied with their jobs by January 2016.
- Increase the percent of employees who report they are engaged by January 2016.
- Increase the percent of employees who report they believe they are making improvements that customer's value by January 2016.
- Increase the percent of employees who report their leaders create a culture of respect, feedback, and recognition by January 2016.

SESA supports five indicators under goal topic *Resource Stewardship*:

- Increase the percentage of projects with measured improvements in cost and/or quality, safety, time, customer satisfaction, and employee satisfaction by December 2015.
- Increase the number of Lean projects.
- Increase the percentage of state employees receiving Lean training.
- Increase the number of state employees trained to be facilitators of Lean improvement projects.
- Increase percentage of supervisors, managers, and executives completing Lean training.

SESA supports one indicator under goal topic *Transparency & Accountability*:

- Increase the variety of data available on state portals.

Department of Social and Health Services Goals (DSHS)

DSHS has five broad goals: Health, Safety, Protection, Quality of Life, and Public Trust. SESA has the following strategic objectives in support of the DSHS goals as listed below:

Health: Each individual and each community will be healthy.

Safety: Each individual and community will be safe.

Protection: Each individual who is vulnerable will be protected.

Quality of Life: Each individual in need will be supported to obtain the highest possible quality of life.

Public Trust: Strong management practices will be used to ensure quality and efficiency.



Acting Secretary's Special Focus Areas

DSHS Acting Secretary Pat Lashway has highlighted the following focus area for SESA during this strategic plan period:

Protect Sensitive Client Data – Programs collect and use sensitive banking and identification data throughout DSHS. The Department recognizes the value and responsibility for safeguarding this data.

The Acting Secretary seeks additional focus on eliminating vulnerabilities in safeguarding this data.



Strategic Plan

Below are the details of our Strategic Plan to meet our Strategic Objectives. Each Strategic Objective is discussed under its larger DSHS goal area. Each Strategic Objective includes a statement of importance, a quantified success measure (where possible), a timeline and, most importantly, an Action Plan.

SESA's strategic objectives are monitored, updated and reported quarterly online at:

<https://www.dshs.wa.gov/data/metrics/SESA.pdf>

Strategic Objectives, Importance, Success Measures and Action Plans

1. Each individual and each community will be healthy

RDA Strategic Objective 1.1: Provide agency staff and contracted service providers with access to predictive modeling, care coordination and case management support applications to improve decisions about client care.

Importance: RDA's predictive modeling, care coordination and case management IT applications provide line staff, service contracting entities and direct care providers with information needed to improve health and social service outcomes for many of our agency's most vulnerable clients.

Success Measures:

- Expand Predictive Risk Intelligence System (PRISM) access for ESA Community Service Office staff in accordance with timelines negotiated with ESA.
- Expand PRISM access for Area Agency on Aging (AAA) staff, subject to external dependencies on ALTA and AAA contract processing timelines.
- Expand PRISM access for Regional Support Network (RSN) staff, subject to external dependencies on BHA and RSN contract processing timelines.
- Expand PRISM access for state psychiatric hospital staff, subject to an external dependency on BHA contract processing timelines.
- No breaches of client confidentiality occur in the operation of PRISM and Client Registry applications.

Action Plan:

- PRISM and Client Registry applications are maintained in production using robust security and user management procedures that ensure that no breaches of client confidentiality occur.
- RDA PRISM staff support planned expansions of access for ESA, RSN, AAA and state psychiatric hospital staff.



OIP Strategic Objective 1.2: Assist BHA and the Indian Policy Advisory Committee (IPAC) to develop a tribal evaluation and treatment center.

Importance: Through formal consultation with Washington’s Tribes, DSHS has committed to work with Washington’s tribes through representatives of IPAC, American Indian Health Commission for Washington State (AIHC), and Northwest Portland Area Indian Health Board (NWPaiHB) to develop a new behavioral health system for American Indian/Alaska Native (AI/AN) people enrolled in Medicaid to receive their mental health care. While the project will focus initially on developing a new mental health service delivery, the project scope will be expanded to include integrated chemical dependency (CD) services as a significant component. This will ensure that the new system addresses the co-occurring behavioral health needs of AI/AN people.

Success Measure: A new tribal-centric behavioral health project is developed.

Action Plan:

- The Office of Indian Policy will continue to be involved with bringing tribes, departments, and partners together as collaboration and consultation continues.
- Facilitating collaboration between Regional Support Networks (RSN) and tribes to develop crisis plans.
- Assisting IPAC and BHA to develop a tribal evaluation and treatment center.



3. Each individual who is vulnerable will be protected

EMS Strategic Objective 3.1: Coordinate effective state-level mass care response to emergencies and disasters.

Importance: Even though Washington State is vulnerable to a variety of natural disasters, the state lacks a mass care capability; i.e., preparedness and response to major or catastrophic disasters so displaced residents can receive food, water, temporary shelter, and other life-sustaining services to support their recovery. DSHS provides key services that are vitally important to vulnerable populations. The state's current mass care capability is overwhelmingly reliant on the resources of non-governmental organizations such as the Red Cross and Salvation Army. The state does not maintain a cache or equipment or resources (e.g., consumable medical supplies) nor have state-level training standards or requirements.

Success Measure: An effective state-level mass care response plan is developed with partners.

Action Plan:

- Coordinate with Washington state agencies to develop a State Strategic Plan. – Underway.
- Complete Basic Plan for Emergency Support Function (ESF) #6: Mass Care, Emergency Assistance, Short Term Housing & Human Services (2015) – Underway.
- Develop a feeding task-force plan using the federal template (2016).
- Develop a sheltering task-force plan using the federal template (2017).
- Work with state partners (Emergency Management Division of the Military Department) to finalize memoranda-of-understanding with the America Red Cross (2015) – Underway.
- Work with FEMA Region 10 to establish standards for ESF # 6 training (2015) – Underway.
- Collaborate with Military Department and Department of Health to train and exercise state agency staff who support ESF #6.



Figure 1 - WA Emergency Operations Center at Camp Murray.

EMS Strategic Objective 3.2 Coordinate effective agency-wide responses to emergencies and disasters.

Importance: Providing planning, training and support to DSHS administrations and institutions will help ensure that we are prepared for emergencies, employees are safe, and that we can provide uninterrupted services to clients during emergencies.

Success Measures:

- Increase the percentage of administrations and residential programs with continuity plans from zero in Jan. 2015 to 100% by July 2017.
- Increase the percentage of administrations and residential programs which test their plans at least annually from zero in Jan. 2015 to 100% by July 2017.
- Increase the percentage of administrations and residential programs which review and revise their plans at least annually from zero in Jan. 2015 to 100% by July 2017.

Action Plan:

- Enlist leaders and groups for a pilot project to test the secure communications and urgent response system (SECURES) by March 2015. Pilot group registered and testing underway.
- Continuity planning: Develop metrics for each administration's and residential program's progress on the cycle of planning/training/testing – Underway.
- Catastrophic planning: Introduce the foundations of catastrophic planning to management teams at each residential program.



OIP Strategic Objective 3.3: Participate in update of tribal state agreements related to effective Child Protective Services systems for tribal children.

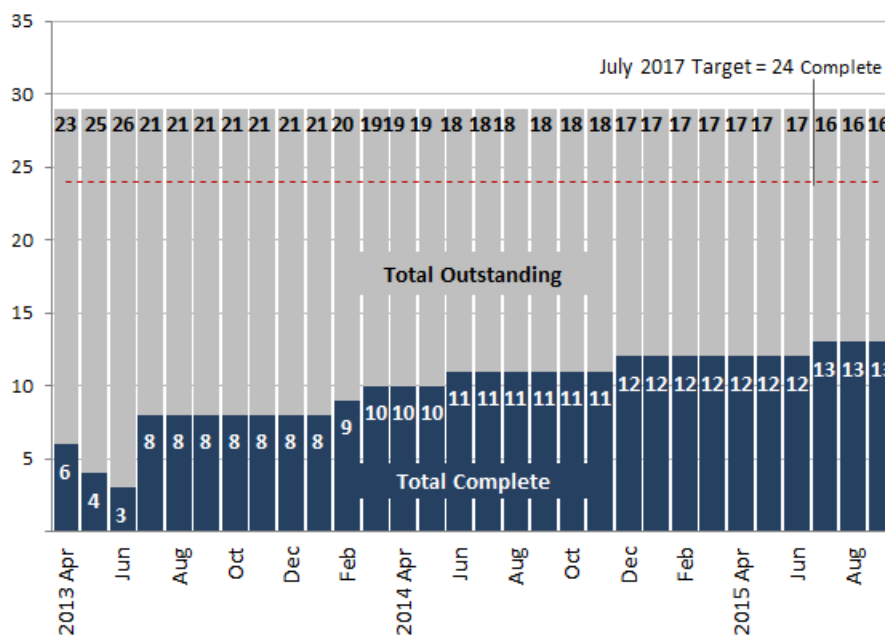
Importance: Protection of all children is of paramount importance. Updating and developing Intergovernmental agreements with the tribes allows tribal and state staff to know what the expectations are for serving a tribal child anywhere in the state.

Success Measure: The number of outstanding Memoranda of Understanding completed between tribes and Children’s Administration will increase from 12 in January 2015 to 24 by July 2017.

Action Plan:

- Provide technical assistance to Children’s Administration and tribes regarding coordination to update area agreements.
- As of March 2015 there are 12 signed agreements with four in various stages of approval for signature (See Chart 3.3, below.)

CHART 3.3 Number of Tribal-State agreements involving Children’s Administration



OIP Strategic Objective 3.4: Increase Tribal Foster Homes.

Importance: To increase the opportunity for appropriate placement of tribal children, and to assist the Department in meeting the Indian Child Welfare placement requirement for an Indian child, it is necessary to increase the number of tribal foster homes.

Success Measure: Provide 12 targeted technical assistance visits to tribal foster home recruiters.

Action Plan:

- Collaborate with all tribes to update and/or develop Memorandums of Agreement to ensure that the requirement of the Federal Indian Child Welfare Act, Washington State Indian Child Welfare Act, and Tribal Codes are clear to both tribal and state staff for serving a tribal child anywhere in Washington State with a focus toward child safety.
- Assist with increasing the number of Tribal foster homes by providing technical assistance in the development of inter-governmental agreements for tribal Child Placing Agencies.



RDA Strategic Objective 3.5 Protect clients through rigorous evaluation by the Washington State Institutional Review Board.

Importance: Clients are protected, compliance with statutory and regulatory requirements will be assured, and financial risk to the department will be reduced.

Success Measures:

- Complete migration to a paperless, web-based interface between the WSIRB and researchers for use in regulatory submissions.
- Implement a fee program for WSIRB and HRRS review of extramurally sponsored research.

Action Plan:

- Seek national accreditation of the WSIRB and HRRS program as exemplary human research protection programs.
- Increase research community and state agency awareness of the availability and quality of WSIRB and HRRS services, to further the goal of becoming the IRB of choice for other Washington state and local government agencies in the review of human subject research, with reimbursement through a fee program for extramurally sponsored research.



4. Each individual in need will be supported to attain the highest possible quality of life

ODI Strategic Objective 4.1: Promote economic equity for underrepresented communities by encouraging public contracting opportunities with minority and women-owned businesses and veteran-owned businesses.

Importance: The inclusion of minority, women and veteran-owned small businesses in DSHS contracting encourages competition, ensures increased culturally responsive services, and creates jobs in the communities we serve. The State Office of Minority and Women's Business Enterprises (OMWBE) establishes annual percentage goals to increase the number of certified women and minority-owned firms.

Success Measure: Increase the percentage of agency contract expenditures to minority, women and veteran-owned businesses by 20%, from 2.02% in Fiscal Year 2014 to 2.43% in Fiscal Year 2016.

Action Plan:

- Develop strategies for more accurate reporting and monitoring of data.
- Educate DSHS purchasing and payment staff on identifying vendor status.
- Create a supplier plan to achieve 5% goal for veteran owned business by July 2016.
- Identify best practices in contracting and outreach to strengthen growth opportunities.



OIP Strategic Objective 4.2: Work in partnership with tribes and ESA to ensure culturally appropriate Tribal Temporary Assistance to Needy Families (TTANF) and child support programs and services.

Importance: It is important to provide access to culturally appropriate services to Washington tribal members.

Success Measure: Number of intergovernmental agreements developed or updated with tribes who operate TTANF programs.

Action Plan:

- The Office of Indian Policy will assist ESA in developing and updating intergovernmental agreements with all tribes who operate Tribal Temporary Assistance to Needy Families.



OC Strategic Objective 4.3: Increase visits to the DSHS website in lieu of visits to DSHS offices (Office of Communication).

Importance: We live in a climate of increasing dependence on mobile technology. Our clients and potential clients are no strangers to this world. We must keep our technology current to serve their needs.

Success Measure: By July 2017, increase benefit applications through DSHS website by 5% over January 2015 volume.

Action Plan: To bring more individuals to the website to apply for benefits, the Office of Communications will:

- Work with the Economic Services Administration to develop a strategy to serve more clients and potential clients through web site connectivity. First meeting occurred February 2015. Regular meetings continue.
- Measure access to current information on mobile devices.
- Measure hits to relevant webpages.
- Use trend data to help determine what changes are needed, if any.



5. Strong management practices will be used to ensure quality and efficiency

HRD and OCI Strategic Objective 5.1: Attract, develop, and retain a highly engaged, productive, and purpose-driven workforce.

Importance: Competition for talent is keener today than it was just five years ago. Employment value propositions are an employer's answer to an applicant's "What's in it for me?" question. Employers with value propositions consisting of only long-term employment and a competitive health plan are no longer employers of choice. Workers of today and tomorrow seek challenging, meaningful work, instant, tangible recognition, flexibility in workplaces, developmental opportunities and changeable work assignments. They are also less tolerant of process and non-standard requirements.

Success Measures (HRD): We will measure success in three ways.

- Time to Fill – tracking the time from receipt of a recruitment request to acceptance of a job offer lets DSHS assess whether or not our processes are effective or limiting to applicants and candidates.
- Development – we will report the number of participants in developmental opportunities we provide:
 - Developmental Job Assignments (DJAs) – up to 12 months of assignment to special projects.
 - Mentoring program – SESA is developing a mentoring program to share institutional and subject matter expertise.
 - Leader development program – SESA is developing a leader development program that includes formal training, mentoring and project-oriented work.
- Clarity of Expectation – DSHS is embarking on a performance management improvement program designed to increase supervisory effectiveness in forming, communicating and assessing performance goals and expectations.

HRD Action Plan:

- Develop a data collection plan and method for reporting recruitment time.
- DSHS is leveraging social media to enhance its recruitment efforts. Increased LinkedIn followership – social media sites such as LinkedIn enhance outreach, allow targeted job marketing and provide a manageable communication tool.
- HRD is sponsoring the SESA Leader Development Program. Program outline is due June, 2015. Pilot roll-out July, 2015. First results in December 2015. The program calls for 30, 90, 180 and 365 day follow-up with participant and supervisor to assess results.
- HRD is developing an HR Academy, beginning with HR Fundamentals. The program is targeted to HRD staff with the goal of creating an organizational culture where staff are educated and supported to give the right answer the first time, find new ways to meet client outcomes and to demonstrate their expertise in all professional interactions.
- HRD will report quarterly on measures above.



Success Measure (OCI): The number of staff with supervisory responsibility have completed the Excellence Workshop Series, as measured by:

- Percentage of Tier 1-4 Supervisors (those with second-line supervisory or program management responsibilities) who have completed Session A by December 2015 is greater than 90%.
- Percentage of Tier 5 Supervisors (front line supervisors) who have completed entire workshop series (3 days) by December 2017 is greater than 90%.
- Participant feedback from workshop are rated 4.0 or higher on overall feedback (Session C Evaluation).
- Participant feedback from pre-workshop survey and post Session C survey reflect individual assessed improvement by 25%.
- Increase in the Employee Engagement Survey measurements *“I know how my agency measures success”*, *“I know what is expected of me at work”* and *“I feel that I am seen and heard”*.

OCI Action Plan

- Promote use of team engagement plans for DSHS offices to improve employee satisfaction.
- Plan and launch Excellence workshops targeting front line supervisors by June 2015.
- Develop all staff with managerial responsibilities through the Excellence workshop series.



ODI Strategic Objective 5.2: Inspire equity as the foundation for a well-managed diverse and inclusive work environment.

Importance: To attract a highly qualified and increasingly more diverse workforce, DSHS must create work environments that support and promote the diverse perspective of staff.

Success Measures: Number of employees that participate in trainings and indicate expanded and relevant learning.

Action Plan:

- Lead DSHS to implement diversity and inclusion best practices:
 - Within supervisor training and Excellence workshops.
 - Facilitate annual Diversity Leadership Forum.
 - Develop training to serve LGBT clients and transgender employees.
 - Align workgroups and develop charters to ensure strategic focus.
- Development and implementation of the SESA cultural competence plan and assist with other administration cultural competence plans through:
 - Identification of the key internal and external cultural competence related challenges within each administration and provision of guidance and instructions to meet challenges.
 - Continual review of DSHS services to identify cultural competency training needs.
- Engage DSHS workforce in innovative ways to understand and express cultural competence and appreciation for diversity and inclusion.
 - Train trainers within each administration around OFM's basic diversity training.
 - Develop a suite of short stand-alone trainings designed to supplement OFM's diversity training.



ODI and HRD Strategic Objective 5.3: Cultivate a high performance workforce that mirrors the communities we serve.

Importance: A workforce that reflects the communities we serve thrives on the full, authentic, engagement of every employee. DSHS must maintain its commitment to expand inclusion efforts, and employ qualified persons from underutilized groups.

Success Measure: The DSHS workforce will become a closer reflection of the diversity of the Washington state population.

2014		
American Indian/Alaskan Native	297	2%
Asian/Pacific Islander	1,407	9%
Black/African American	1,475	9%
Hispanic	1,048	7%
Not Assigned	958	6%

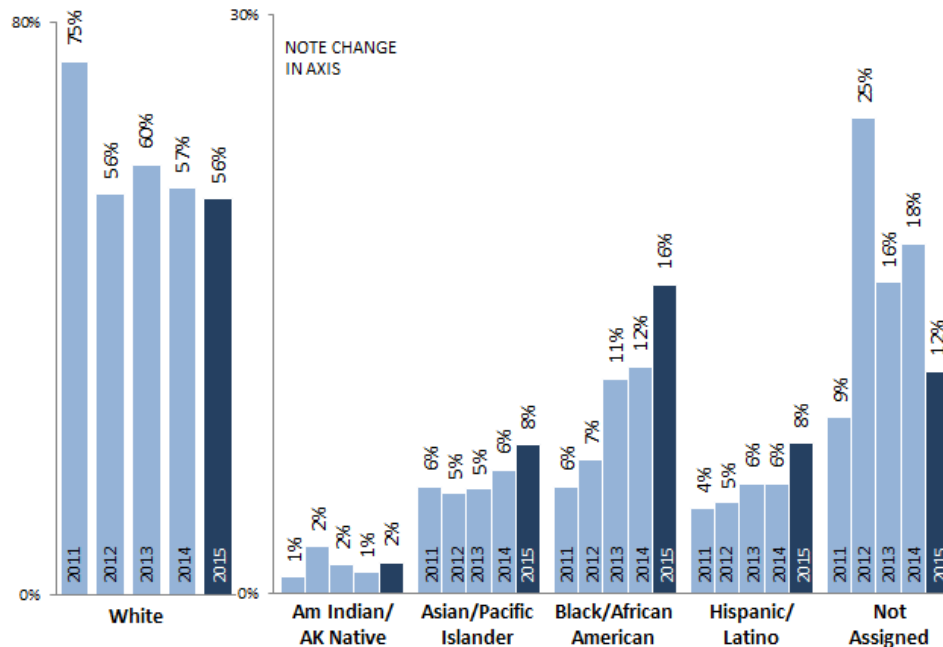
Action Plan:

- Collaborate on strategic policy and best practices for recruitment, retention, development, and promotion of diverse talent.
- Assist in crafting position descriptions that attract a diverse pool of candidates.
- Attend targeted diversity recruitment events.
- Provide additional focused support for recruitment of high profile and hard-to-fill positions.
- Consult with hiring managers on disability initiatives in recruitment, hiring, advancement and retention to achieve the Governor's employment of persons with disabilities goal of 5%.
- Ensure that the ADA Coordinator is trained to assist persons with disabilities who are candidates.
- Welcome of new employees from application to on-boarding and encourage connection with affinity groups.



- Continue to support the Veteran’s Employee Resource Group and other affinity groups.
- Regularly monitor success^{1 2} in Affirmative Action plans produced by each administration.
- Analyze data for racial and ethnic diversity of candidate pools and hires.

CHART 5.3 Percent of DSHS staff hired who are ethnically diverse



¹ Data trends show that the percentage of Asian/Pacific Islander employees and Hispanic employees has increased since 2013. The percentage of American Indian/Alaskan Native employees has remained the same. The percentage of African American (New data for chart shown above. Data source: RDA diversity data, employment trends, March 2014 AA Permanent) employees has decreased. The percentage of White employees has increased as well. The percentage of employees without a race or ethnicity designation has decreased markedly.

² The 2013 Affirmative Action plan focused on increasing the number and percentage of Asian/Pacific Islander employees as the primary race/ethnicity priority population for outreach efforts. That population in our workforce increased from 5% in 2013 to 9% in 2014. Employees of Native American and Hispanic heritage were prioritized for outreach in specific job categories. Our Native American workforce remained at 2% while our Hispanic workforce increased from 6% to 7%. There was a decline in our employees with disabilities from 549 in 2013 to 504 in 2014.



ODI Strategic Objective 5.4: Engage our workforce in evidence-based ways to understand and capitalize on the DSHS diversity advantage through organizational-level self-assessments.

Importance: DSHS needs to support staff in cultural competency improvement efforts and to be able to measure impact of strategies.

Success Measures: Develop an agency-wide staff cultural competence assessment tool to be used by all staff by October 2015.

Action Plan:

- Create an individual self-assessment tool to provide and inform an employee's ability to meet, accept, help or advocate on behalf of clients and co-workers who are members of diverse populations.
- Continue data accuracy efforts for self-reporting on equal opportunity/civil rights data to be used in Affirmative Action planning.



OFA Strategic Objective 5.5: Increase the average dollar amount of identified overpayments per quarter from \$520,000 in fiscal year 2015 to \$750,000 by fiscal year 2017.

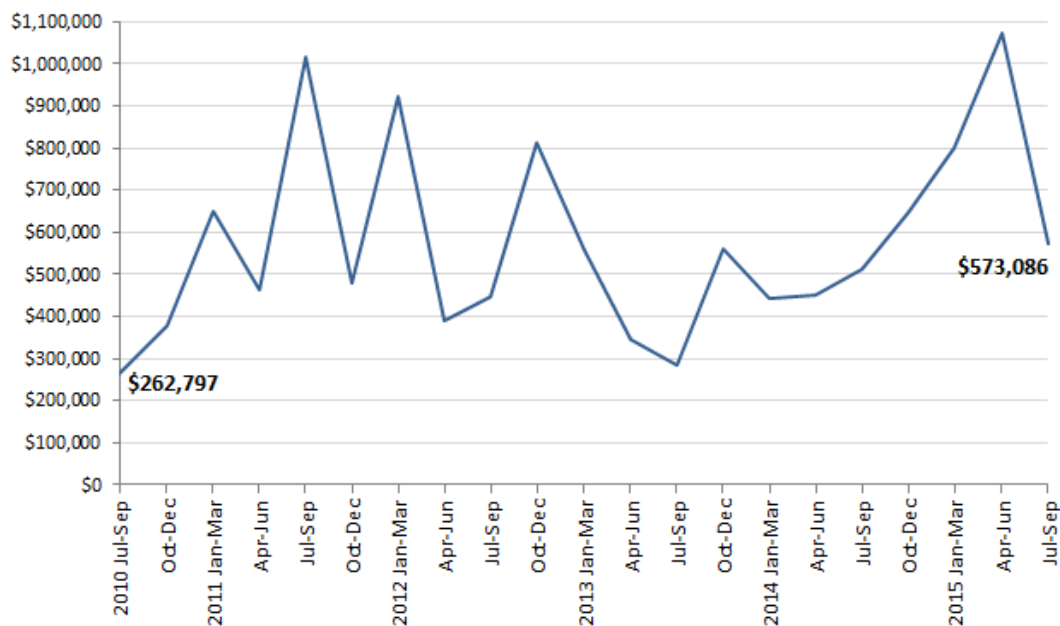
Importance: Identifying fraudulently received dollars allows public dollars to be spent on the truly needy and helps ensure public willingness to support those who are most in need.

Success Measure: The dollar amount of overpayments issued each quarter (Fraud Case Management System (FCMS) report: Overpayment Production by Date Completed).

Action Plan:

- Streamline the process for moving a case from investigation status to completion of overpayment.
- Maximize the work of overpayment specialists by streamlining the case flow process to the specialist and focusing on cases with highest value and fraud.
- Monitor monthly metrics.

CHART 5.5 Amount of overpayments issued each quarter



OFA Strategic Objective 5.6: Increase the quarterly number of cases referred to prosecution from 30 cases per quarter in fiscal year 2015 to 50 by end of fiscal year 2017.

Importance: Ensuring public dollars are spent on the truly needy helps ensure public willingness to support those who are most in need. Prosecuting fraud offenders not only holds them accountable, but also deters others from fraudulent misuse of the system.

Success Measure: Number of cases referred to the prosecutor, data from the Fraud Case Management System (FCMS).

Action Plan:

- Streamline Intentional Overpayment Investigations process to support better workflow.
- Prioritize criminal referrals starting with ones are most likely to prevail at prosecution.
- Track criminal cases assigned and average case load per investigator.
- Provide target and current metrics to staff monthly.



OFA Strategic Objective 5.7: Increase the total cost avoidance dollar amount identified per fiscal year.

Importance: Stopping fraudulent receipt of state dollars early ensures critical resources are spent on the truly needy and helps ensure public willingness to support those who are most in need.

Success Measure: Cost avoidance per Fraud Early Detection (FRED) Program case (FCMS data).

Action Plan:

- Implement cost avoidance tool in FCMS and establish a baseline amount.
- Monitor completed FRED investigations and unassigned referrals.
- Develop or expand current prioritization tool to meet a broader array of case situations.
- Review effectiveness of the data reporting system and revise as needed.

OFA Strategic Objective 5.8: Identify most fraudulent cases/vendors that support successful increases in criminal investigations.

Importance: Early identification and involvement in fraud cases allows the state to reduce the amount of state resources being fraudulently used, holds individuals accountable and prevents future fraud activity.

Success Measures:

- Successfully achieve objectives 5.5 and 5.6.
- A robust data set and relevant metrics are available to help prioritize work.

Action Plan:

- Complete three data enhancements to support prioritization and data monitoring of programs by December 2015.
- Continue work with Research and Data Analysis to leverage internal and external data matching sources.
- Prioritize workload for criminal investigators.
- Share expertise with USDA to support national data analytics work.



Special Acting Secretary Strategic Objective: Protect sensitive client data

ET and RDA Strategic Objective 5.9: Protect sensitive client data

Importance: The Department of Social and Health Services operates many programs and systems that capture, store and provide access to confidential data such as Social Security Numbers (SSNs), banking and financial information. Federal and state laws mandate protection of this data. ET manages information technology for mission-critical business functions that must provide confidentiality, integrity and availability to meet agency needs, protect clients and support business partners.

ET Success Measure: Protect sensitive and confidential client data, particularly Social Security Numbers and banking/financial information: no releases of confidential data.

ET Action Plan:

1. Implement administrative policies and procedures to minimize the collection and storage of SSNs and banking information in DSHS systems. When such information must be stored, ensure that access controls and encryption can safeguard client-identifiable information. Status: policy drafted and being reviewed.
2. To minimize the risk that disposed electronic media may contain confidential data, conduct a media disposal problem-solving workshop and implement selected counter-measures. See analysis and plan at: [SESA Action Plan 5.9 – Media Disposal](#)
3. Conduct risk assessments on agency systems. Status: underway on HIPAA-covered systems (see OPER Strategic Objective 5.10, below).
4. Procure and implement data security infrastructure by June 2017 through the DSHS Security Infrastructure Modernization (DSIM) Project.
 - For systems under DSHS control, implement security measures such as data masking to protect the private and confidential information of DSHS clients, staff and business partners. Status: underway
 - Submit a grant application to CMS for resources to carry out a needs assessment and cost-benefit analysis (CBA). Status: complete.
 - Conduct needs assessment. Status: completed, Sept. 2015.
 - Draft and Request for Proposals by January, 2016. Status: underway.
 - Acquire CMS approval for Medicaid/CHIP eligibility and enrollment systems, March 2016.
 - Procure services and implement selected technologies for Medicaid/CHIP eligibility and enrollment systems by June 2017.

RDA Success Measure:

- Maintain the percentage of RDA systems with completed risk assessments at the January 2015 level of 100% by July 2017.

RDA Action Plan:

- Perform risk assessments on RDA systems. Status: complete.
- Prioritize procedural and implementation security gap risks and define corrective action plans for procedural and implementation gaps. Status: complete.
- Mitigate high-priority security gaps; develop a timeline for addressing lower priority gaps. Status: underway.

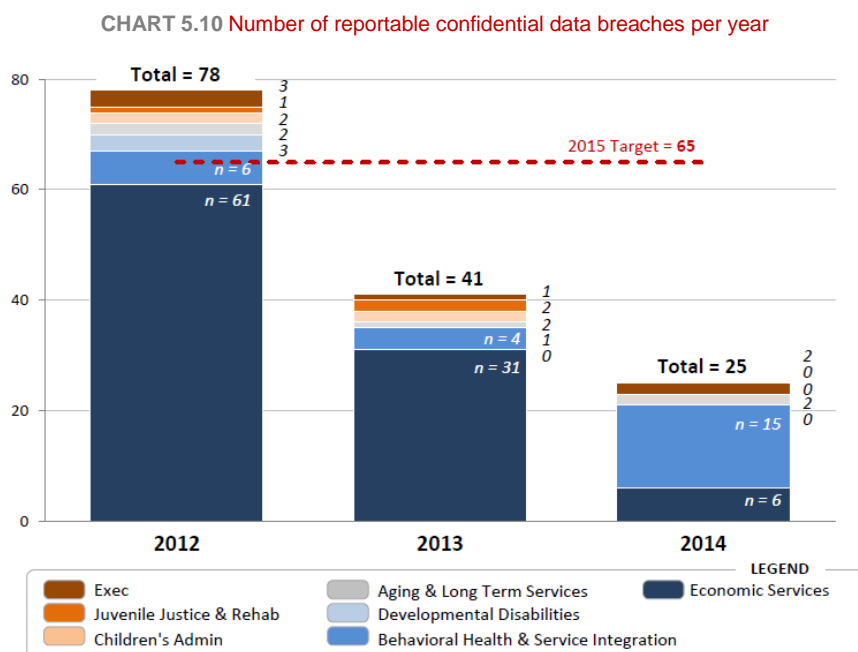


OPER Strategic Objective 5.10: Protect DSHS clients' information and records through department-wide processes and policies that ensure strong procedures are in place.

Importance: DSHS holds large volumes of confidential client data, which must be protected from unauthorized release and breaches in confidentiality laws and rules. Any unauthorized release can place the welfare of clients in jeopardy.

OPER Success Measure:

- DSHS will maintain a low number of confidentiality breaches, not to exceed 50.
- Increase the percentage of DSHS information assets that have been assessed for compliance with the requirements of the Health Information Portability and Accountability Act (HIPAA) from 39% in January 2015 to 100% by July 2017.



OPER Action Plan:

- Conduct risk analyses on department information assets. Status: 85% complete (73 of 86 systems).
- Implement any necessary corrective actions that arise from risk analyses.

RDA Strategic Objective 5.11: Integrate data from state agency information systems and conduct surveys, program evaluation, performance measurement and data analysis to support program innovations that improve the effectiveness of services for clients.

Importance: Reliable program evaluation, performance measurement and data analysis is based on RDA's capacity to:

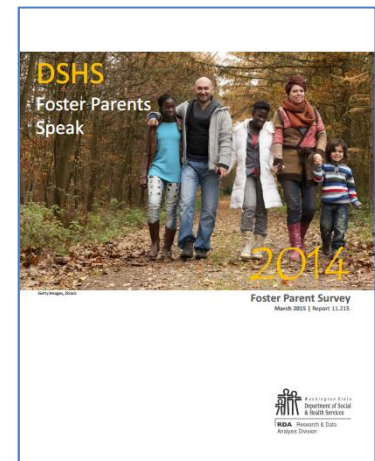
- Integrate data from multiple agency IT systems.
- Conduct carefully designed client and staff surveys achieving high response rates.
- Develop and maintain subject matter expertise in multiple social and health service policy environments.
- Apply appropriate advanced analytical techniques to measure program performance and client outcomes in a complex data and policy environment.
- Effectively communicate analytical findings to non-technical policy audiences.

Maintaining this integrated data infrastructure, analytical capacity, and subject matter expertise provides a foundation for RDA's work with agency partners to support their efforts to improve the delivery of services that transform lives.

Success Measure: RDA products contributing information to support policy development, program planning and program operations in support of agency partners, as measured by increasing the average number of publications published on the RDA Research Reports Web site (<https://www.dshs.wa.gov/sesa/rda/research-reports>) by 20%, from 5 per quarter in Jan. 2015 to 6 per quarter by July 2017.

Action Plan:

- Sustain quarterly analytical data infrastructure update cycles.
- Complete analytical and survey project deliverables in accordance with budgets and timelines negotiated with project funders and agency partners.
- Participate in policy development, program planning and operational activities at the request of agency program partners.



OPER Strategic Objective 5.12: Develop strategic initiatives that result in legislative action that support client needs and program efficiencies.

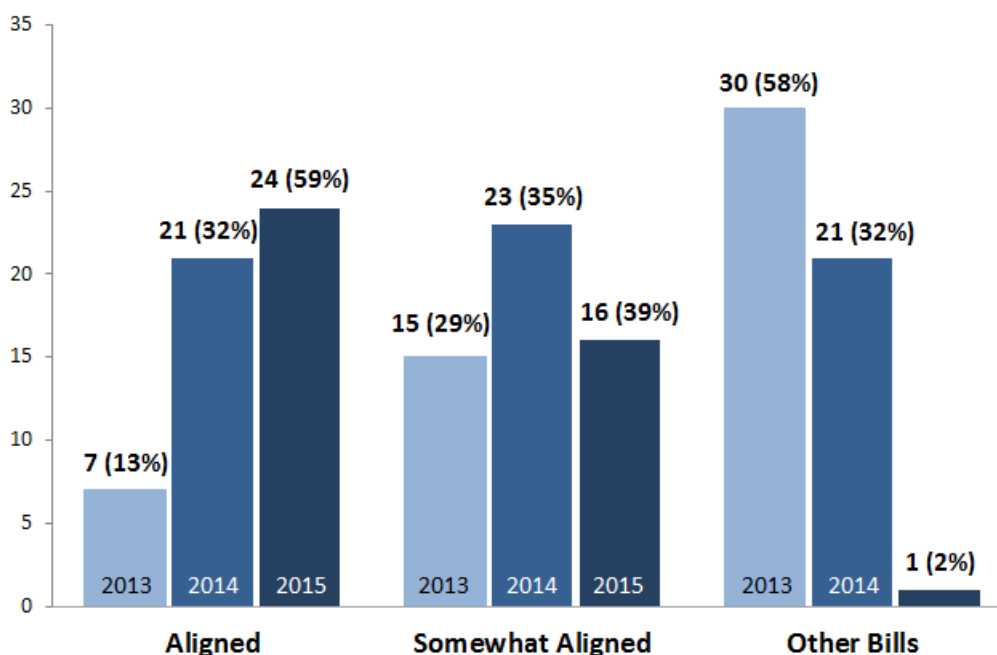
Importance: New legislation and legislative activities should advance the Department's priorities.

Success Measure: The proportion of DSHS bills passed that support DSHS strategic priorities will be increased.

Action Plan:

- Achieve passage of DSHS request legislation.
- Work with legislators to ensure that legislation impacting DSHS programs aligns with the strategic priorities of the Department.

CHART 5.12 Proportion of DSHS bills passed in the legislature that align with DSHS strategic priorities



* **Other bills** is defined as bills which passed the legislature which are not connected to strategic priorities identified by DSHS.

OCI Strategic Objective 5.13: Continuously improve SESA work processes through the use of process improvement initiatives such as Lean.

Importance: Washingtonians expect their tax dollars to be put to the best possible use. That means investing in state services that are the most important to them, providing those services with excellence and then making results easily available to the public. DSHS is committed to using continuous improvement principles to deliver customer satisfaction, employee engagement, innovation, transparency and accountability so that we can provide the best services to our customers.

Success Measures:

- Increase the number of staff engaged as sponsors and project leads receiving project management skills training from zero in January 2015 to 135 by July 2017.
- Number of staff trained and certified as Lean Practitioners, with an annual target of 80.
- Number of staff who have taken an introductory Lean course (e.g. Lean 101, Lean tools).
- One practitioner per administration serving as a local resource on continuous improvement principles at every DSHS facility/campus.

Action Plan:

- Develop materials, support and online resources for writing project charters with clear scope, ensures alignment with strategic plan, and includes customer and front line staff as project participants.
- Train and certify 80 staff as Lean Practitioners annually.
- Increase staff knowledge of key Lean tools by providing monthly regional training of core Lean concepts.
- Develop, support and coach key staff in use of project management skills.

See analysis and plan at: [SESA Action Plan 5.13 – Managers’ Lean Activities](#)



ET/TSD Strategic Objective 5.14: Pursue excellence in the technology services we offer.

Importance: Information technology services provide a critical foundation for the business processes used by staff in their day to day operations. The Department's IT services such as networks, voice communications, hardware platforms, software applications, and centralized imaging services must be cost-effectively developed and maintained at a high level of excellence to support increased utilization as well as advances in technology that make employees more productive and help us improve customer service.

Action Plan:

- Support enterprise technology solutions that increase access, create efficiencies and improve customer service.
- Ensure enterprise network infrastructure investments meet current and emerging business needs.
- Procure and implement updated network infrastructure monitoring and management tools to ensure that networking needs are addressed proactively and that network traffic is prioritized to meet critical business needs.
- Develop and implement a technology roadmap for systems modernization, IT risk management and compliance, operational excellence, and productivity, as well as enterprise technology governance.
- Support our workforce in providing vital DSHS services by designing and implementing an information technology architecture that is secure, loosely-coupled and distributed (N-tier).



OC Strategic Objective 5.15: Improve external communications to promote understanding of the good and important work that DSHS people and programs do all around the state as we fulfill the agency mission of Transforming Lives.

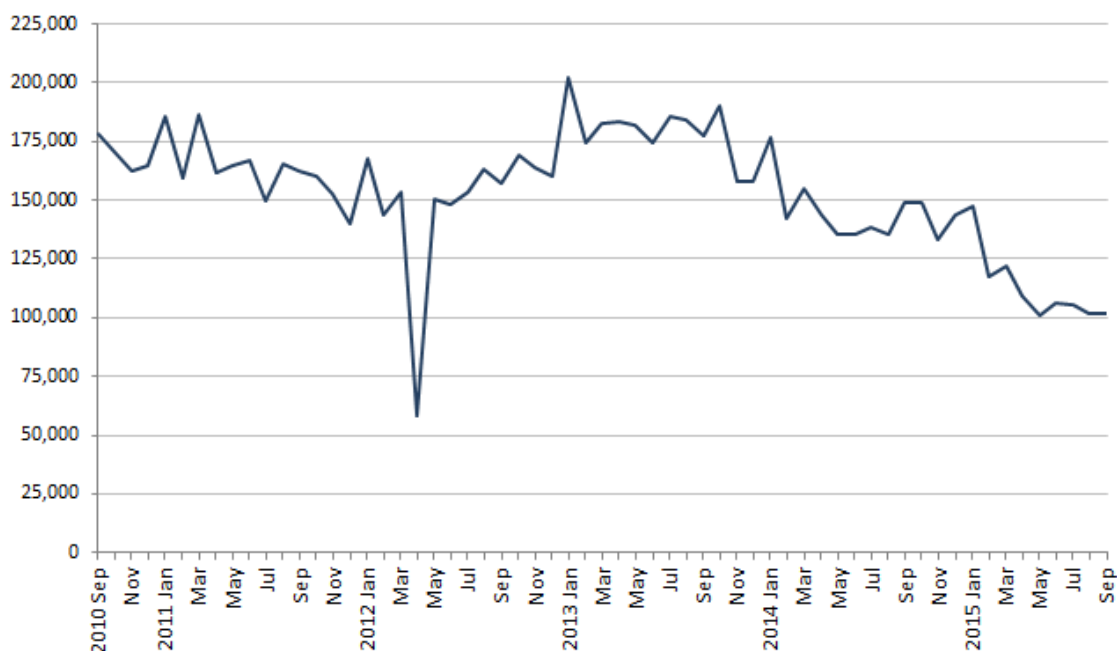
Importance: DSHS is a public agency serving more than 2 million people statewide. These people pay for the agency's programs and operations and expect and deserve transparency.

Success Measure: Increase traffic to DSHS website from 1.7 million visits per year in 2014 to 3.5 million annually by July 2017.

Action Plan: To increase communication with the public, the Office of Communications will regularly:

- Update the website with news items, photographs, videos, information on coming events; information for customers on changes that might affect them.
- Measure the frequency of webpage updates.
- Use video as a tool for news releases and statements, employee recruitment, and other informational uses.

CHART 5.15 Increase the annual number of visits to DSHS internet home page
from 1.7 million in 2014 to 3.5 million by July 2017



OC Strategic Objective 5.16: Improve internal communications to create understanding of how employees' work fits into the agency mission of Transforming Lives, and to reduce opportunities for misunderstanding and miscommunication among DSHS employees.

Importance: DSHS has 17,000 employees working in offices statewide. Not all employees have access to email or the Intranet at work.

Success Measure: Employees will have consistent, timely, accurate information at their fingertips.

Action Plan:

- Explore with DSHS administrations' communications liaisons ways to improve content of their intranet sites and other internal tools that can be used to make agency information timely, useful and interesting.
- First steps were taken with Office of Continuous Improvement on March 4, 2015, on how to apply Lean process (A-3) to the internal communications area.
- Survey employees on internal communications needs and effectiveness of current processes.
- Use video for new employee orientation.

OC Strategic Objective 5.17: Improve the materials request process for clients of Visual Communications so that it is able to create and produce professional, effective visual communications in a timely and efficient manner while speaking with one voice for the Department.

Importance: This is an efficiency and cost-savings measure. Using Lean methods, we identified the current process uses multiple paper forms stored in paper folders in file cabinets.

Success Measure: Reduce the amount of paper used in current process. Requestors can easily make requests and check on the status of projects.

Action Plan:

- Develop a new electronic form for Visual Communications requests.
- Provide information and training to agency staff on how to use it.
- Use this as an opportunity to educate staff on communications policies.



OPER Strategic Objective 5.18: Increase efficiency and coordination of administrative hearings and appeals that result from client, provider, or contractor requests for hearings.

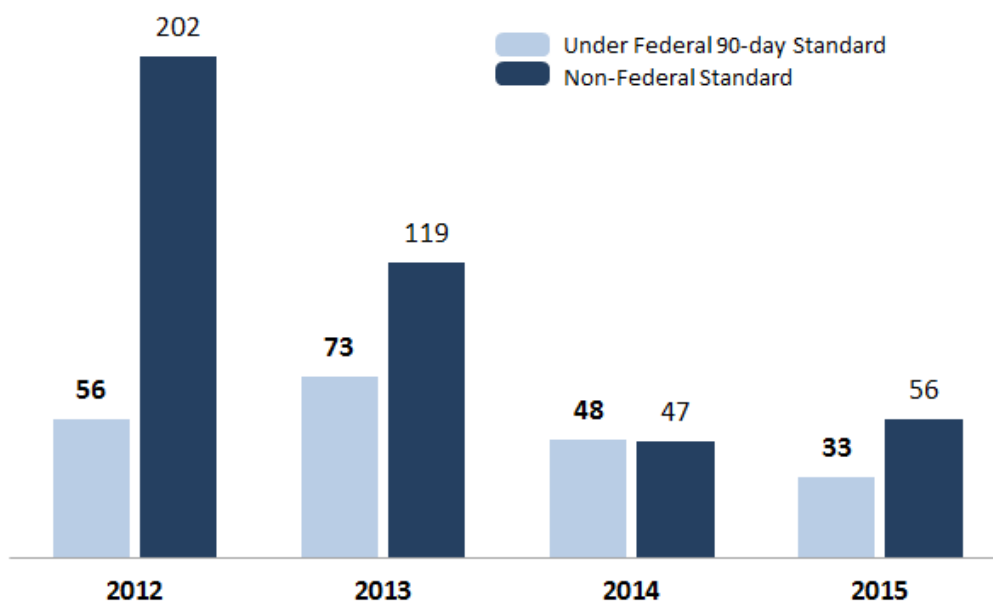
Importance: Every day DSHS makes decisions about client benefits and services and makes findings regarding abuse, neglect, or provider compliance with agency rules. At times, these decisions are appealed, in which case an administrative hearing is held at the Office of Administrative Hearings. DSHS provides written case information and testimony for these hearings. The US Supreme Court has determined that for some DSHS decisions the individual has a constitutional right to a final decision within 90 days of making the appeal.

Success Measure: The DSHS Board of Appeals will decrease the average number of days it takes to review an appeal and issue a final order from January 2015 levels of 48 days (Federal 90-day cases) and 47 days (non-federal) to 25 days (Federal 90-day) and 40 days (non-federal) by July 2017.

Action Plan:

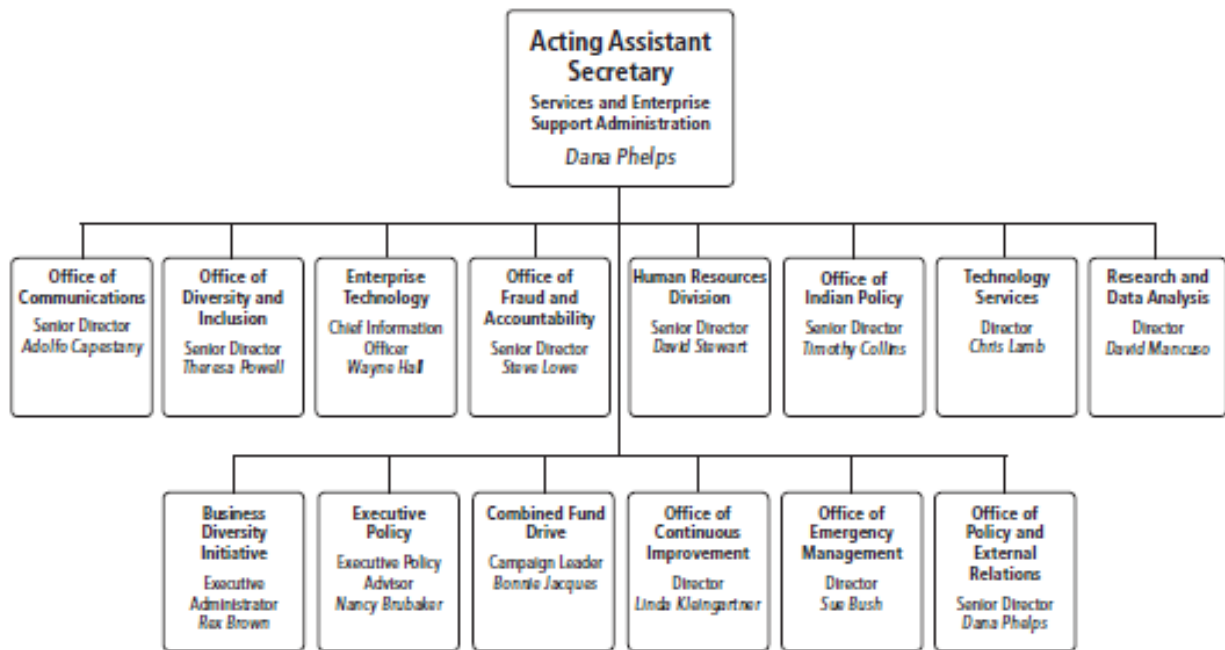
- Implement process improvements to reduce the duration of time for cases awaiting final decisions on client appeals.
- Monitor monthly the average number of days it takes for DSHS Board of Appeals to review appeals.

CHART 5.18 Average days to hear cases at DSHS Board of Appeals



Department of Social and Health Services

Services and Enterprise Support Administration



March 4, 2016

